



STATE OF INDIANA
Department of Correction
Indiana Government Center – South

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J. David Donahue
Commissioner

October 27, 2008

EXECUTIVE DIRECTIVE: # 08 - 69

This Executive Directive supersedes Executive Directive: # 08-35 and presents a revision of the process to be used to provide incentives/rewards for positive behavior by students in the Department's juvenile facilities. This Executive Directive is applicable to all juvenile facilities and is effective immediately.

The administrative procedures for Policy 03-02-104, "Juvenile Classification and Comprehensive Case Management," require that each juvenile facility identify responsibilities and rewards available to students as they progress through the Growth Phases and Re- Entry Levels. These rewards are tied directly to learning and demonstrating positive, pro-social behaviors identified in the student's growth plan.

All juvenile facilities shall provide incentives for students to encourage positive behavior and as rewards for maintaining positive behavior. Each juvenile facility shall develop and implement a plan for creating and sustaining incentive/reward opportunities across the facility. The appropriate implementation of a system of planned rewards is intended to provide incentives for good behavior, academic and program achievement, and positive contribution to the facility. Rewards shall be publicly acknowledged and should be immediate whenever possible. Each facility shall determine the type of reward and recognition available to the students. Incentives/Rewards will be such that they are rewarding to the participating student.

Education

Each school shall select and reward those students who have made positive strides in their schoolwork or have performed well in the classroom. Rewards for school performance shall be based upon behavior (following instructions, being prepared for class, etc.), participation, and achievement. These rewards may be made daily, weekly, or monthly, such as Student of the Day/Week/Month.

Recreation

Each recreation department shall select and reward students for positive behavior displayed during recreation or students who have achieved or exceeded personal fitness goals, demonstrated positive attitudes during recreation activities, or actively participated in activities.

Unit Teams

Each unit team shall select and reward students who maintain clear conduct, achieve/exceed treatment goals, or perform extra duty to assist the unit, staff, or another student. A housing unit may be rewarded for outstanding performance such as a period of time with no major conduct reports, completion of community service projects, etc.

Facility Competitions

A variety of student competitions shall be held at each juvenile facility to encourage positive behavior. Competitions involving athletics, games, facility sanitation, talent shows or team building are to be scheduled regularly and are to reward winning persons, teams and units.

Student Councils

Each juvenile facility shall discuss reward/incentive possibilities with the facility student council to ensure student input regarding meaningful and motivating rewards.

Token Economy

A token economy is a system of individual reinforcement of target behaviors in which points are administered and exchanged for incentives. Students are reinforced positively for displaying appropriate pro-social behavior, good decision making and meeting the requirements of the target behaviors.

The target behaviors and areas of evaluation for the token economy are:

1. Respect for Staff
2. Follows Facility Expectations
3. Respect for Peers

Each student shall be evaluated hourly on each target behavior on every shift. Students will begin earning points at 5:00 a.m. and will receive points until 11:00p.m. Each day brings the potential for the student to earn up to 54 points. Once points are earned, they cannot be taken away from the student. Each student either earns the points or fails to earn points each hour and is marked accordingly. Attachment 1 outlines the specific procedures for implementation of the token economy. Attachment 2 outlines the target areas and the observable behaviors to be evaluated. Attachment 3 is the point sheet.

Points shall be totaled each day and the 6:00p.m.- 6:00a.m. custody staff is responsible for totaling the point sheet for each student in their housing unit and posting point totals for each student. Attachment 4

During orientation to the facility, students assigned to the facility shall be provided information and written instructions regarding the opportunities to earn rewards through the token economy. Orientation to the token economy shall be documented.

Each juvenile facility shall develop a Facility Directive to implement a token economy in accordance with this Executive Directive.

Please ensure that all staff and students at the juvenile facilities are made aware of this Executive Directive and its intent.

If there are any questions regarding this Executive Directive, please contact the Executive Director of Juvenile Services at (317) 232-5774.

Signature on File

Edwin G. Buss
Commissioner

Attachment 1
JUVENILE TOKEN ECONOMY PROGRAM

- 1) Points may be earned in (3) three different target behaviors:
 - Respect for Staff
 - Follows Facility Expectations
 - Respect of Peers
- 2) All students in general population are eligible to earn points. Students in a segregated status shall not be eligible to earn points for the purpose of the token economy.
- 3) Students may earn from 0 to 3 points per hour based upon the student's behavior. (Up to one [1] point per hour for each of the targeted behaviors.)
- 4) Points are awarded on observable behavior in each category. Attachment 3 is the point sheet for each student.
 - Zero (0) points = Not meeting expectation
 - One (1) point = Meets expectation

Total points for 6:00a.m- 6:00p.m. = 36 points
Total points for 6:00p.m.-6:00a.m. = 18 points
Total points for the day = 54 points
- 5) Students are evaluated each hour for each of the target behaviors. Other departments (recreation, foodservice, work crew supervisors, etc) shall provide feedback regarding the performance of the student.
- 6) Unit custody staff shall keep point sheets in their possession or secured at all times.
- 7) Points shall be totaled daily. The 6:00 p.m. – 6:00 a.m. custody shift is responsible for totaling the point sheet for each student in their housing unit and posting point totals for each student.
- 8) Accumulated points will be used in the following manner in 3 categories of weekly rewards:

Class A rewards- 95% of points earned
Class B rewards- 85% of points earned
Class C rewards- 75% of points earned

Individual facilities shall define the type of rewards for each class.
- 9) All staff persons are to verbally recognize a student when appropriate behavior is observed.
- 10) Students are not to be awarded points they do not earn. There shall be no owing of points to students and no credit purchases.

- 11) It is vital that staff consistently demonstrate appropriate model behaviors for the students to emulate. Staff shall teach the appropriate skills instead of punishing the lack of skills.
- 12) Students are expected to follow all staff instructions. Staff shall use their normal voice tone when giving instructions. Students are to be given a reasonable amount of time to respond to instructions. All instructions are to be given in a meaningful manner and never in a degrading manner.
- 13) Staff shall not threaten students by withholding or not awarding points earned. All points are to be awarded at the end of each hour. The students are to be advised of the points earned for the day by posting the point totals in the unit and discussing point totals with the student.

Attachment 2

TARGET BEHAVIORS

Respect for Staff (demonstrates appropriate social skills with staff) includes but is not limited to:

- Follows direction
- Accepts suggestions
- Accepts redirection without being angry or defensive
- Seek out Informal Resolutions to Problem Issues

Follows Facility Expectations (adheres to facility rules and expectations) includes but is not limited to:

- Avoids swearing
- Maintains an orderly/clean room
- Wears uniform properly including wristband
- Follows classroom/dayroom/group room behavior expectations
- Follows facility rules
- Uses facility equipment and resources appropriately

Respect for Peers (demonstrates appropriate social skills with peers) includes but is not limited to:

- Positively interacts with other peers
- Ignores inappropriate behavior from other peers
- Promotes positive peer interaction

FACILITY NAME

Weekly Point Tally Sheet

DATES

Name DOC #	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	TOTAL
1								
2								
3								
4								
5								
6								
7								
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TOKEN ECONOMY POINT SHEET

FACILITY

HOUSING UNIT

STUDENT NAME

DOC #

REVIEW PERIOD

HOUR	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	TOTAL
5:00A-6:00A Hourly Total	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	
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8:00A-9:00A Hourly Total	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	
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11:00A-12:00P Hourly Total	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	A B C <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="text"/>	
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TOTAL POINTS								

NOTE:

A = Respect for Staff**B = Follows Facility Expectations****C = Respect for Peers**

INSTRUCTIONS: If the student fulfills the behavioral expectation for the hour, check the appropriate box. Indicate in the Hourly Total box the number of checks for that hour. Maximum points/day is 54. Maximum points/week is 378.

(Over)

STUDENT NAME				DOC #		REVIEW PERIOD		
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Total Points From Front								
Hour	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	TOTAL
3:00P-4:00P	A B C	A B C	A B C	A B C	A B C	A B C	A B C	
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4:00P-5:00P	A B C	A B C	A B C	A B C	A B C	A B C	A B C	
Hourly Total	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
5:00P-6:00P	A B C	A B C	A B C	A B C	A B C	A B C	A B C	
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TOTAL THIS PAGE								
GRAND TOTAL								

NOTE:

A = Respect for Staff
B = Follows Facility Expectations
C = Respect for Peers

INSTRUCTIONS: If the student fulfills the behavioral expectation for the hour, check the appropriate box. Indicate in the Hourly Total box the number of checks for that hour. Maximum points/day is 54. Maximum points/week is 378.